

Attachment A

Scope of Work

1. GENERAL

The U.S. Department of State, Bureau of International Narcotics and Law Enforcement at the U.S. Embassy, Bogota (INL/Colombia) requires the Offeror to provide subject matter expertise to perform research and suggest recommendations regarding the monitoring of INL/Colombia's programs.

INL's assistance in Colombia is designed to reduce coca cultivation and the production of cocaine and other narcotics, disrupt and minimize trafficking routes for illegal drugs, dismantle organized criminal groups, enhance the Colombian National Police (CNP) capacity to investigate crime, strengthen rule of law institutions and their ability to bring criminals to justice, and assist Colombia in the exportation of its security-related expertise to other countries. INL's assistance also supports, in part, the Colombian government's goal to "consolidate" its territory by bringing improved security and governance to remote, rural communities. All of INL/Colombia's programs support the Colombian Government's goals and priorities.

2. DISCUSSION OF WORK PLAN

INL/Colombia is committed to further developing a sound and sustainable program monitoring system for INL/Colombia's programs. With an annual budget of around US\$150 million, INL/Colombia seeks to establish a formal system to monitor its work. INL/Colombia wants to ensure that the monitoring system will support the Embassy, Department of State, and Congressional reporting needs while providing useful metrics to Program Coordinators to shape ongoing and future program elements.

This effort contained within this SOW is considered "Phase I." In Phase I of this monitoring process, INL/Colombia will establish the most effective baseline numbers, metrics and proposed indicators in order to measure performance and impact in each of its programs. The Offeror will need to provide full assessments of proposed metrics and their validity, sustainability and raise any issues with the methodology used to collect the data.

"Phase II" will consist of the actual gathering of the baseline numbers, metrics and the monitoring phase; Phase II will be addressed with a separate SOW. This SOW only addresses Phase I.

INL/Colombia is seeking the Offeror to provide Subject Matter Experts (SMEs) who will identify credible Government of Colombia (GOC), non-governmental, academic, internal to INL and/or private information sources that will allow for tracking performance indicators

(including outputs and outcomes) that show the impact of the program areas on a periodic basis, ideally monthly.

Additionally, INL/Colombia seeks assistance in further establishing baselines for said metrics and indicators with the goal of measuring individual program success and the overall impact as far back as historically feasible.

INL/Colombia is seeking to understand the variables within each metric either noted below or if suggested by the Offeror and the costs associated with gathering the data, aggregating and providing this data in a meaningful and actionable manner.

The Offeror needs to recommend an IT platform and/or a functionality that would be best suited to house the data collected in Phase II, allowing for full ownership and access to such data to INL/Colombia.

At each stage, we will seek to consider and incorporate the point of view of the GOC, including consideration of GOC methodologies employed to evaluate Colombian programs and GOC strategic goals. Note: this SOW seeks to evaluate only INL/Colombia's programs.

3. KEY PROGRAMS:

The following are the project areas that are currently being funded by INL/Colombia. Below each description is a sample of the proposed metrics/performance indicators.

A. Counter-narcotics Goal: Reduce the cultivation, production, availability, and movement of illegal drugs in, throughout, and around Colombia as well as the U.S. transit zone.

a) Aerial Eradication Program

Project Description: This program supports the Colombian National Police aerial eradication effort to eliminate illicit crops in Colombia. Aerial eradication remains a cornerstone of bilateral counter-narcotics efforts in Colombia. It remains the safest and most effective mechanism to prevent the production of cocaine by destroying the coca crops.

Overall coca cultivation has been reduced by over 50 percent since 2007 due largely to sustained aerial eradication operations. Even when aerial eradication does not completely kill coca plants, the herbicide reduces the alkaloid content of the leaf, therefore requiring more leaf to produce the same amount of cocaine.

In cooperation with the GOC's Consolidation Plan, the aerial eradication program focuses its operations on several major coca growing areas of the country, often where manual eradication is not feasible or practical to operate. The program is focused on breaking the coca crop harvesting cycle, which should reduce the economic incentive to grow coca.

Possible Metrics:

- See metrics suggested for Manual Eradication below – ideally both Aerial and Manual would use a comparable metric.

- Creation and maintenance of coca-free zones (concentrate in areas the coca grows that they are able to access)
- Percentage of hectares eradicated in a particular Department
- Spray effectiveness
- Institutional Contractor Metrics: to be provided post award.
- Production potential reduced

b) Manual Eradication Program

Project Description: Manual eradication is an increasingly important complement to Aerial eradication. In 2007, 19% of Colombian coca cultivation occurred in areas where aerial eradication was prohibited from operating (national parks, indigenous reserves, and border areas). This percentage increased to 51% in 2013. As Colombian coca cultivation has increased in no-spray areas, manual eradication may take on a more central role in Colombia's eradication efforts.

The Manual Eradication program supports the Colombian National Police (CNP) anti-narcotics section (DIRAN) by providing cultivation intelligence, transportation support, eradication-related equipment, technical training and safety equipment to enhance anti-IED efforts, and support to permanent barracks and base security in critical locations.

Possible Metrics:

- Value of hectares eradicated measured against annual goal
- Amount of potential cocaine production deterred and/or designing a rating system on the value of cocaine production deterred
- Dollar value of hecter eradicated that was removed from Drug Trafficking Organizations (DTO's)
- Retention of training and equipment

c) CNP Aviation Support Program (ARAVI)

Project Description: The INL ARAVI (Area de Aviación) program supports the Colombian National Police (CNP) antinarcotics directorate by providing aviation training, technical assistance, and commodities in support of 45 helicopters. The CNP is responsible for a large portion of ARAVI's operational activities, while INL ARAVI provides general support and technical direction. ARAVI is a bilateral program in which the CNP and U.S. Government (USG) work closely together to support police aviation.

Possible Metrics:

- Institutional Contractor Metrics: to be provided post award.
- Number of hours flown in support of CN missions

d) Maritime Interdiction Program

Project Description: The Maritime Interdiction Program works with the Colombian Navy (Coast Guard, Intelligence, Marines, and Naval Aviation) to improve maritime domain

awareness. The program provides training and supports infrastructure projects on the Pacific Coast and Caribbean Coast, such as Coast Guard stations and Post Reaction stations.

INL/Colombia's support has enabled the Colombian Government to exercise increased maritime domain awareness, control its territorial waters, and increase security on the Colombian Caribbean and Pacific Coasts and riverine areas. In the last three years, the Colombian Navy has seized nearly 68 metric tons of cocaine through their own operations in Colombia and they have provided intelligence to other countries to seize nearly 158 metric tons of cocaine.

Possible Metrics:

- Value of cocaine seized versus INL money invested
- Volume of drug seizures
- Number of personnel trained and retained
- Percentage of operations that result in successful prosecution
- Number of successful prosecutions

e) Interdiction

Project Description: INL Colombia's interdiction programs include direct support for police counter-drug commandos (Junglas) operations, equipment assistance for DIRAN, including communications and data processing capability, support for investigative and intelligence training and equipment, and equipment and training for police in airports and seaports. Increasingly, however, the interdiction section is supporting Colombian government efforts to consolidate security in the country's current and former conflict zones, including growing efforts to establish secure police bases in these zones and community outreach efforts. Police outreach efforts include smaller community-implemented projects sponsored by locally-based police commanders to improve public perceptions of the police and encourage community cooperation with law enforcement.

Possible Metrics:

- Quantities of drug seizures; quantity of drugs seized en route to the U.S.
- Number of people arrested
- Number of drug labs destroyed
- Number of successful operations and/or prosecutions
- Number or % of personnel trained, retained and promoted
- Number of arrests and prosecutions connected with specific interdiction operations
- Number of criminal organizations disbanded or disrupted by interdiction
- Export or street value of drugs seized in interdiction operations
- Number of investigations leading to extraditions
- Value of currency or property seized in interdiction operations
- Reductions in casualties resulting from interdiction operations
- Comparisons of time needed to plan, initiate, and execute operations

- Number of integrated operations (arrests, drug seizure/laboratory destruction, property and/or currency taken)

Support for Rural Policing - Base Security

Project Description: The base security program assists the GOC to develop Colombian National Police (CNP) capacity to secure police bases, stations, and posts from attack; to establish a secure police presence that facilitates GOC and U.S. funded consolidation initiatives; to develop strong communities with stable security forces that generate respect for the rule of law; and to allow for economic development beyond illicit activity. The program's capacity building goal is accomplished through INL funded training programs (both national and U.S.), personnel advising and mentoring, personnel and unit equipping initiatives, combined INL and CNP base security assessments (U.S. Program Advisor and CNP Base Security personnel), and INL assistance to project planning and project execution oversight.

The Base Security program supports the goals of other programs, in particular the Rural Security and Consolidation Programs. During the last 3 years the base security program has completed 43 projects that have provided the CNP with secure sites from which to launch safe and effective antinarcotics and rural policing activities. In conjunction with improving CNP's force protection posture, base security projects support police community outreach and relations by incorporating small, community-focused projects into each base security project, e.g. school rehabilitation, playground construction, water purification, and solar street light projects. In addition, base security projects can help to set basic conditions for alternative development and other engagement.

Possible Metrics:

- Number of attacks without casualties.
- Number of bases fortified by this unit
- Effective use of the unit by CNP (based on operational figures)
- Capacity to sustain base security program
- Number and impact of police community outreach projects launched from Base Security installations.

f) Environmental Program

Project Description: The Environmental Program's primary objective is to support and verify the proper use and effectiveness of the Aerial Coca Eradication Program. Program officials ensure that aerial eradication operations are in compliance with U.S. and GOC environmental laws through active participation in the Colombian inter-agency committee that oversees implementation of the GOC's Environmental Management Plan (EMP). The plan is designed to prevent, mitigate, control, correct, and compensate for any negative impact of the aerial eradication program through verification of spray efficacy, monitoring of soil and water, evaluating strategies, and assisting with contingency planning at every stage of aerial eradication operations. The program also compensates for any accidental damage to licit crops.

In coordination with the regulations established in the EMP, the Environmental office develops and participates in public relations activities with local communities. These programs include, but are not limited to, medical campaigns, prior consultations with indigenous groups who have an ancestral use of coca, question and answer sessions with local community leaders regarding aerial eradication operations, and public awareness campaigns surrounding the environmental destruction and devastation caused by illicit activity.

Possible Metrics:

- Resolution time for complaints
- Number of people trained
- Number of soil and water samples connected with eradication efforts
- Number of complaints (responded to, confirmed, unconfirmed).
- Medical Outreach Activities:
 - Number of patients served in a calendar year
 - Changes in public perceptions of GOC activities over a certain timeframe
- Number of Public Awareness Activities and the number of participants
- Changes in public perceptions over a certain timeframe

g) Drug Demand Prevention (DDP)

Project Description: The DDP portfolio integrates a wide-range of initiatives. These include efforts to prevent the onset of drug use, intervention at critical decision points in the lives of vulnerable persons to prevent first use and further use, and effective treatment programs for the addicted. Other aspects include education and media campaigns to increase public awareness of the consequences of drug abuse and financial support of studies that will enable the GOC to measure the extent of the drug problem. INL/Colombia currently supports several organizations with education-based anti-drug programs, of which the most well-known is the Colombia National Police's D.A.R.E. program. INL/Colombia is supports all facets of Colombia's effort to address drug consumption issues.

Possible Metrics:

- Number of students reached through education and media campaigns
- After-action assessment of education or campaign
- Number of at-risk youth involved in programs and drug free afterward

h) International Coordination Division

Project Description: The International Coordination Division (ICD) manages INL's support and assistance to Colombia to strengthen the country's capacity as a regional exporter of security expertise.

In 2013, the U.S.-funded and Colombia-provided security assistance included 39 capacity-building activities in four Central American countries. For 2014, the United States and Colombia agreed to increase assistance through 152 capacity-building activities in six countries in Central America and the Caribbean. The proposed plan for

2015 includes 205 activities. The ICD also coordinates activities outside the Action Plan on a case-by-case basis.

Possible Metrics:

- Colombian capacity to provide International Security Assistance
- Number of International students trained and success of training as defined by post-course evaluations
- Number of countries involved in trilateral cooperation with the United States and Colombia

C. Rule of Law and Human Rights Goal: Strengthen Colombia's rule of law institutions; help Colombia bring legitimacy, coexistence, and governance to consolidation's zones; increase Colombia's capacity to bring criminals to justice through adequate and appropriate adjudication; and support access to justice in rural, remote communities.

a) The Police Re-establishment Program

Project Description: This program provides security assistance to over 600 municipalities, the major lines of communication throughout the country, and rural areas. This strengthens the movement of commerce, production of goods, and the provision of government services. This program supports police operations against illegal mining, land restitution, counter narcotics, illegal trafficking of flora and fauna and other activities of illegal armed groups in Colombia's most rural regions, while supporting national government efforts to consolidate its presence and services in rural areas by boosting security to create space for licit development to take hold. The lead police directorate for rural security is the Direccion de Carabineros y Seguridad Rural (DICAR), which leads police efforts to provide security to rural communities and is the GOC lead in permanent security for the consolidation plan. The CNP plans to boost its personnel by 10,000 in 2014-2015. The bulk of those new recruits will be assigned to rural policing efforts.

DICAR and INL/Colombia manage the minority police scholarship program, which provides opportunities to 400-500 disenfranchised, Afro-Colombian and Indigenous youth each year to join the police ranks.

Possible Metrics:

- Number of attacks without casualties
- Positive public perception of law enforcement (surveys about perception of security with a baseline)
- Number of police stations and locations – geographic coverage
- Percentage increase in the number of officers
- Number of DICAR personnel trained
- Number of municipalities with a permanent CNP presence
- Number of municipalities actively patrolled by DICAR

b) Strategic Rule of Law Assistance

Project Description: The Strategic Initiative Program was created on September of 2012 to strengthen Colombia's rule of law institutions (Colombian National Police, the Attorney General's Office, Accountable Agencies and the Judiciary, among others), help Colombia bring legitimacy, coexistence, and governance in consolidation zones, and increase capacity to bring criminals to justice through adequate and appropriate adjudication, and support access to justice in rural, remote communities.

INL/Colombia partners with the Attorney General's Office and the Judiciary to improve the timeliness and quality of justice through training and technical assistance. Funding supports Colombian agencies to access consolidation zones and prevent diversion of public resources, identify risks factors and corrupt behaviors, and provide tools to improve services provided by local administrations.

Support also includes funding for CNP and the Judiciary to expand their presence into consolidation zones and to support GOC land restitution strategy, primarily by providing technology. Funds support the implementation of a Governance and Culture of Lawfulness Strategy in consolidation zones, through training and technical assistance.

Possible Metrics:

- Number of prosecutions and cases adjudicated
- Number of trial cases and accusation in the criminal system
- Number of successful prosecutions per year
- Number of convictions for serious crimes
- Average time to resolution
- Improved transparency
- Improved access to justice, especially for vulnerable populations.
- Citizen security improvements due to technology investments
- Public perception of improved security
- Number of public servants trained
- Number of municipalities audited by the Comptroller General's Office

D. Transnational Crime Anti-Money Laundering

Project Description: The program supports GOC efforts to develop its financial intelligence unit (UIAF), regulatory frameworks, and interagency cooperation to deter, disrupt, and prosecute financial crimes, including money laundering. INL/Colombia supports GOC projects to improve its technology and investigative capacity and has funded studies to better understand where money laundering activities are taking place. INL, through the UNODC, supports workshops and case management exercises to help law enforcement professionals better investigate terrorist financing cases.

Possible Metrics:

- Number of successful prosecutions per year
- Amount of resources seized and made available for citizen security efforts

E. Department of Justice ICITAP

a) International Accreditation of Colombia's Forensic and Legal Medicine Systems

Project Description: Assist GOC forensic laboratory and legal medicine systems in obtaining international accreditation using International Standards Organization - ISO17025/17020- and National Association of Medical Examiners (NAME) standards.

Possible Metrics:

- Time required to achieve international accreditation
- Percentage of progress toward accreditation in one year

b) Development of a National Forensic Training Capability

Project Description: Assist the GOC in creating a formal mechanism to develop future forensic scientists and examiners that is consistent with best practices and international standards.

Possible Metrics:

- Time required to establish formal mechanism
- Percentage of progress toward mechanism in one year
- Number of new forensic scientists certified

d) Criminal Investigations Development

Project Description: Assist the GOC in the timeliness and quality of investigative processes. The program will assist Colombia in its development of investigative standards based on the application of best practices developed under the Elite Sexual Assault Investigative Unit (GEDES) over the past few years. The project includes the expansion of the existing GEDES model to include sexual abuse, and also the development of a similar model in homicides; both crimes have the highest impact on civil society. The focus will be developing a basic model that can be replicated on a national level and with any criminal violation.

Possible Metrics:

- Degree of expansion of GEDES model
- Degree of replication of basic model at national level

e) Uniform Crime Reporting (UCR) Development

Project Description: Assist the GOC in the development of a national uniform crime reporting system. The project will be based entirely on technical assistance and mentoring in order to develop the Colombian system. The GOC will observe the U.S. UCR system in order to see a working model.

Possible Metrics:

- Progress toward developing UCR

F. Department of Justice /OPDAT

- a) Support to the Prosecutor General's Office in Developing Minimum Standards (to include training Standards) and Best Practices for Prosecutors

Project Description: The project supports the FGN's efforts to create a systematic mechanism, which ideally would include a prosecutorial commission or committee with civil society input, to develop and adopt minimum prosecutorial standards based on national and international best practices to ensure consistent application of the law, decrease congestion, and provide rapid response to crime.

Possible Metrics:

- Adoption of prosecutorial standards based on best practices
- Decongestion of pending cases
- Improved response time to crimes

- b) Support the Lara Bonilla Judicial School and Judiciary programs to decrease congestion and increase case and courtroom management capabilities

Project Description: This Project supports GOC efforts to improve case management practices, including courtroom hearings management, within the Judiciary and assist the Judicial school to create the capability to implement case and courtroom management practices and judicial training. This project supports the development and implementation of curricula components and best practices from the INL-funded Judicial Studies Institute through the development of a national training strategy and standards. It also supports the development of a unified hearing calendar and digital court case management system within the Judiciary.

Possible Metrics:

- Case and court room management practices implemented
- Development and implementation of curricula components and best practices
- Development of a unified hearing calendar and digital case management system

G. Department of Justice/U.S. Marshals Service (USMS)

- a) DOJ/USMS Colombia Rule of Law Program: National Protection Strategy, SOPs for Protection, and Threats Management

This project strengthens the Government of Colombia's national protection programs within the Attorney General's Office and the Colombian National Police. The DOJ/USMS Colombia Rule of Law Program provides assistance for the development of a national coordinated and unified protection strategy; creation and implementation of SOPs for protection personnel, for train-the-trainer and curriculum development, as well as standardization of best practices, policies and procedures (SOPs); and the development and implementation of a threats management policy.

THIS PROJECT IS COMPRISED OF THREE PROJECT COMPONENTS:

Project Component 1: National Protection Strategy. This project component will support and inter-agency working group that brings GOC protection agencies together to develop a national coordinated and unified protection strategy for the Colombian agencies tasked with threats management and investigation. It will also help build enforcement capacity for judicial, dignitary, and witness protection and security.

Project Component 2: Standards, Policies and Procedures for Protection and Protection Personnel. This project component assists in the creation and implementation of SOPs for protection personnel, for train-the-trainer and curriculum development, as well as standardization of best practices, policies and procedures (SOPs) for protection.

Project Component 3: Threats Management Policy. This project component provides assistance to the GOC's protection agencies and, within the confines of a new National Protection Strategy, helps GOC agencies design and implement a threats management policy that develops protocols for threat management and analysis, mitigation, and investigation.

Possible Metrics:

- Degree of implementation of each project component

4. DELIVERABLES

The main deliverable shall be a Final Recommendations Report provided by the Offeror that will include the following elements:

- **Baselines:** Establishment of baseline numbers for each program: Basic information (such as number of hectares sprayed, eradication statistics, etc.), and performance indicator baselines. Basic information may not always have a direct correlation to INL/Colombia's programs (such as the number of prisons or official ports of entry, which is outside the control of the programs), but will be part of the calculation to determine the overall context, scope, and success of the programs. The Offeror should state how far back baseline information is available and its sources.
- **Indicators:** Appropriate vetting of INL Colombia's Phase I performance indicators, particularly whether there are any indicator gaps/omissions that would be. The Report should recommend additional indicators as needed to demonstrate progress that is outcome and evidence-based for each project.
- **Existing GOC/Non-Governmental Organization Figures:** An assessment of which of the Phase I performance indicators (and any additional indicators recommended by the DPM) as well as baseline figures are already being tracked by the GOC or other reputable source (such as the number of prisons that are accredited). Of these indicators being tracked, provide an evaluation of the reliability and availability of the

data.

- Perception Indicators: Identifying relevant and reliable perception polling, including available internet/social media trend evaluation methods, that relate to INL/Colombia's program areas (trust in police, judicial system, personal security, etc.).
- Potential Figures: For any desired indicators not already being tracked, an independent evaluation of how feasible it would be to begin collecting the required data.
- A recommendation for standard operating procedures of how indicators and baselines for INL programs will be monitored and the frequency of data collection for all indicators, with the understanding that all data will be reported on a regular (preferably quarterly) basis to Washington, D.C. INL/Colombia is seeking to understand the variables within each metric either noted below or if suggested by the Offeror and the costs associated with gathering the data, aggregating and providing this data in a meaningful and actionable manner.
- The Offeror needs to recommend an IT platform and what functionality would be best suited to house the data collected in Phase II, allowing for full ownership and access to such data to INL/Colombia and completely sharable with Government of Colombia counterparts.

The focus of this activity will be centered on evaluating the impact, output/outcome, and process indicators developed in Phase I, identifying similar credible existing and planned program indicators and gaps, identifying credible existing and planned non-governmental and/or private sector indicators, establishing baseline data for each program, and identifying existing resources or reputable organizations to track perception indicators related to the programs. The Report will need to provide a comparison of both the INL Program Indicators and those indicators that are tracked. This activity will include an overview of how the Government of Colombia currently evaluates activities related to INL/Colombia's project areas, and to provide a plan to address the monitoring issues logically and methodically.

Additionally, INL/Colombia is interested in sustainability of activities and related indicators in each of the project areas. Therefore, the assessment should focus on both short-term recommendations to facilitate the immediate capture of data in each of the program areas as well as long term recommendations with respect to the monitoring of each program.

The draft report will be submitted to INL/Colombia for review and comment sixty (60) days after receipt of Embassy RSO clearances. The contractor shall produce the final report at the conclusion of the ninety (90) day period.

Summary List of Deliverables: All days for all deliverables are calendar days. This delivery schedule will begin when the DPM and SMEs have receipt of Embassy RSO clearances.

“Mobilization Plan”	Ten (10) days after receipt of Embassy RSO clearances
Weekly Activity Report	Every week after receipt of Embassy RSO clearances
Draft Recommendations Report	Sixty (60) days after receipt of Embassy RSO clearances
Final Recommendations Report	Ninety (90) days after receipt of Embassy RSO clearances

5. PERSONNEL

The contractor shall provide one Deputy Program Manager (DPM) and up to four SMEs; all located in Bogota. All personnel must receive U.S. Embassy Regional Security Office clearances prior to commencing work. All personnel must sign a Non-disclosure Agreement (NDA). The DPM shall also be qualified as an SME.

Duties:

The DPM shall be responsible for project assessment and implementation.

- The DPM shall function as the Offeror’s Lead.
- The DPM shall receive guidance from the INL program officers.
- The DPM shall relay and provide guidance to the SMEs.
- The DPM shall provide deliverables in accordance with the task order requirements.
- The DPM shall maintain open, timely, and effective communications with the CO/COR and the INL Bogota program managers.
- The DPM shall proactively address potential problems and provide flexible, workable solutions.

DPM and SME Qualifications:

- Five (5) years of experience with monitoring expertise, preferably in Colombia.
- Demonstrated experience in the development of monitoring systems, including performing baseline studies and designing metrics and performance indicators.
- Must have received expert training related to monitoring analysis and implementation.
- DPM: English language ability at the Foreign Service Institute (FSI) Level 3+/4.
- SMEs: English language ability at the Foreign Service Institute (FSI) Level 2/2.
- DPM and SME’s: Spanish language ability at the FSI Level 4/4.
- Demonstrated ability to thoroughly examine, analyze and make recommendations regarding gaps in the standard operating procedures (SOPs) related to the development of monitoring related to USG program implementation in Colombia.

- Demonstrated ability to identify deficiencies in current monitoring activities and as they relate to U.S. programming activities.
- Demonstrated deep familiarity of the Colombian non-governmental community engaged in monitoring related work.

Key Personnel:

Upon request by the CO/COR, the Offeror shall submit supporting documentation sufficient to allow the CO/COR to verify that the candidate possesses the qualifications, experience, suitability, and training required by this Statement of Work for the position for which he/she is a candidate.

6. QUALITY ASSURANCE PLAN (QAP)

This plan is designed to provide an effective surveillance method to promote effective contractor performance. The QAP provides a method for the Contracting Officer's Representative (COR) to monitor contractor performance, advise the contractor of unsatisfactory performance, and notify the Contracting Officer of continued unsatisfactory performance. The contractor, not the Government, is responsible for management and quality control to meet the terms of the contract. The role of the Government is to conduct quality assurance to ensure that contract standards are achieved.

- 1 **OVERSIGHT:** The COR will receive and document all complaints from Government personnel regarding the services provided. If appropriate, the COR will send the complaints to the Contractor for corrective action.
- 2 **STANDARD:** The performance standard is that the Government receives no more than one (1) customer complaint. The COR shall notify the Contracting Officer of the complaints so that the Contracting Officer may take appropriate action to enforce the inspection clause (FAR 52.212.4, Contract Terms and Conditions-Commercial Items (May 2001), if any of the services exceed the standard.
- 3 **PROCEDURES:**
 - (a) If any Government personnel observe unacceptable services, either incomplete work or required services not being performed they should immediately contact the COR.
 - (b) The COR will complete appropriate documentation to record the complaint.
 - (c) If the COR determines the complaint is invalid, the COR will advise the complainant. The COR will retain the annotated copy of the written complaint for his/her files.
 - (d) If the COR determines the complaint is valid, the COR will inform the Contractor and give the Contractor additional time to correct the defect, if additional time is available. The COR shall determine how much time is reasonable.
 - (e) The COR shall, as a minimum, orally notify the Contractor of any valid complaints.
 - (f) If the Contractor disagrees with the complaint after investigation of the site and challenges the validity of the complaint, the Contractor will notify the COR. The COR will review the matter to determine the validity of the complaint.

(g) The COR will consider complaints as resolved unless notified otherwise by the complainant.

(h) Repeat customer complaints are not permitted for any services. If a repeat customer complaint is received for the same deficiency during the service period, the COR will contact the Contracting Officer for appropriate action under the Inspection clause.